

**Statement of  
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Before the  
Committee on Administration  
Subcommittee on Capitol Security  
United States House of Representatives**

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Mr. Chairman and Members of the Committee, thank you for the opportunity to appear before you today to discuss the state of the United States Capitol Police. I am pleased to be joined here by my Assistant Chief of Police, Daniel Nichols, and my Chief Administrative Officer, Gloria Jarmon. As you know, Ms. Jarmon recently joined the Capitol Police from the Government Accountability Office. Her background and expertise provides the Department with the well-rounded leadership team necessary to complete our efforts to become a premiere organization, both operationally and administratively.

I would also like to thank the Committee for its continued support for the men and women of the United States Capitol Police. Your support, as well as the support from our other oversight committees, is crucial to the successful execution of our mission. I would especially like to thank the Committee for working so closely with the Department and the Library of Congress to finalize the Library of Congress Police and USCP merger.

It has been a little over a year since I was selected to be the Chief of the United States Capitol Police. During this time the Department has undergone many cultural, operational and management changes. These changes are part of a larger process to modernize the Department for

mission capability and efficiency, while enhancing our ability to protect the Congress. I welcome this opportunity to provide you with an update on our successes thus far and the challenges that remain before us, as well as the vision for shaping our future.

As in any organization, teamwork and leadership are essential qualities of a well-managed security and law enforcement operation. It is through this teamwork and leadership that the USCP has been able to achieve many successes over the last year. I would like to recognize the hard work of all of the sworn and civilian staff of the United States Capitol Police who exhibit their leadership and dedication to teamwork in meeting our mission everyday. Every day of the year without exception, these dedicated individuals, with the support of the Capitol Police Board and the Congress, ensure the safety of the Members, staff, and millions of visitors from across the globe who come to see democracy at work. In addition, I would like to recognize the Department's unions, the Fraternal Order of Police and the Teamsters, for their contributions to our overall success as well. It is through this teamwork that the Department has been able to progress over the last year.

The USCP accomplishes its mission through a variety of functions to provide round the clock protection to the Congress and the legislative process. In an effort to leverage and maximize technology as well as maintain efficiency and effectiveness in security operations, the USCP has made significant investment in our human capital and infrastructure. We also provide high-quality training to our recruits, officers and staff. To manage our infrastructure requirements, we have augmented our physical security as well as counter surveillance capabilities, automated antiquated security and administrative support systems, enhanced our detection and response capabilities for explosive and hazardous materials, maintained a state-of-the-art command center and sustained

continued, uninterrupted operations of our incident command and emergency notification and response systems.

The complexity of these operations and infrastructure requires the USCP to take a realistic approach towards identifying risks, and resource requirements to meet them, while eliminating lower priority operations and investment proposals to insure the prudent use of critical resources.

During my tenure, the Department has focused on institutionalizing my vision of “Rising to the Challenge,” and we have set the bar very high for our officials and staff in an effort to make the USCP better able to meet our mission and enable every sworn and civilian employee to take more pride in the organization.

We began instituting the “Rising to the Challenge” vision by tackling goals that are as simple as officers’ consistently looking professional and alert on post; or as complex as developing a repeatable planning process for the Department that utilizes a comprehensive series of assessments and investment decisions. We have also worked to instill the common values of consistent practices, goal setting and commitment to the overall mission throughout every level of the Department.

To ensure our success, we have established several tiers of management communication, in order to keep all employees better informed on the workings of the Department, and the expectations of leaders and stakeholders. The Executive Management Team (EMT), Senior Management Team (SMT) and Frontline Management Team (FMT) have been effective in devolving accountability down through all levels of management, so that the senior leaders can

count on the front line supervisors to run the day-to-day operations, while we make a concerted effort to map out the strategic path for the Department.

Some key outcomes of my vision in 2007 were the successful completion of the Department's Force Development Process for the Fiscal Year (FY) 2009 budget development and submission, as well as the development of a formal process to track and address recommendations from the OIG and GAO.

Force Development incorporates the principles of threat based planning into our Concept of Operations (ConOps), investment decisions and resource requests and allocations. This standardized approach is based on the concepts of consistent planning, budget formulation, execution and performance evaluation, in the spirit of the Government Performance and Results Act (GPRA.) Force Development sets standard timetables and accountability for planning resource requirements, based on security risks and threats, as well as a higher level of accountability.

Many of the components of the Force Development Process were already in place at the Department. We have simply designed a process flow that sets a consistent time table, integrates risk and other assessments into the formal process, links activities into one consistent and unified process, and adds a new level of performance tracking and reporting.

I am especially proud of the intensive analysis that we have conducted in order to develop a small number of specific investment proposals for the upcoming budget using a five-step process. Lead Agents, which were members of our Senior Management Team and program managers, developed detailed multi-year business cases for specific investment proposals that were designed to meet the most critical needs identified by the environmental assessment. We utilized an internal

costing group made up of representatives from the operational bureaus and administrative support areas of the Department, to define accurate resource requirements for each investment. We incorporated analysis panels of Senior Management Team members to meet with the Lead Agents to challenge their business cases and more clearly define the needs of USCP and develop recommendations for the Investment Review Board, comprised of members of the Department's Executive Management Team.

Finally, the Investment Review Board (IRB) met to discuss each business case proposal and ask questions of the Lead Agents to further validate the requirement. Following the IRB meetings, we conducted an online rating and ranking process which delivered to me a comprehensive analysis of the IRB rating, ranking and comments for each investment. This analysis allowed me to make my final decision for inclusion in the budget.

The second outcome from my vision is the Department's efforts to address its management challenges. As you know, the Department struggled for several years to address the recommendations of the Government Accountability Office (GAO) and the Department's independent auditors. One of my first directives to the Executive Management Team was to embrace and implement the recommendations provided by the GAO and the USCP's Office of the Inspector General, which included the recommendations of our auditors.

My goal was to use these recommendations as a roadmap for the Department's overall organizational improvement. The recommendations have provided the Department with an opportunity to implement a myriad of administrative and operational changes to create a well managed organization, prevent the risk of waste, fraud and abuse, and insure the successful execution of our mission.

As a first step toward meeting this goal, we established an Audit Liaison to coordinate the tracking and reporting of all open recommendations with the Executive Management Team. The first task of the Audit Liaison was to develop a Directive to cover the resolution of recommendations and audit findings. This Directive establishes a formal audit resolution process, and is based on the examples provided through policies and best practices followed in other government agencies. In addition, the Directive established a process of developing action plans to deal with each open recommendation and ensure accountability from all levels of USCP employees responsible for their resolution and closure.

As you will hear today from my colleagues with the GAO, the Department has made significant progress over the last year in addressing and resolving many of these recommendations for improvement.

Today, I am pleased to report that the Department has made significant progress in addressing these recommendations and findings since October 2007. Since the beginning of the fiscal year, we have closed over 30 of the 118 remaining recommendations and findings, leaving open a total of 80 recommendations and findings to resolve. Of those closed, 8 recommendations were in the financial management area. The remaining closed items were in the human capital, asset management, information systems, strategic management, operations and overall management and internal controls areas.

Over the last year, we have:

- Developed and submitted for audit a full set of financial statements.

- Developed and implemented a standardized and repeatable process to ensure compliance with reprogramming requirements concerning appropriated funds.
- Implemented actions to monitor our purchase, travel and fleet card programs and the expenditures made under these programs.
- Implemented a standardized process for addressing procurement workloads to avoid backlogs.
- Formalized the Department's Investment Review Board process and provided training for its members.
- Established a formalized process for responding to and resolving recommendations and audit findings.
- Institutionalized our semi-annual reporting to the Capitol Police Board and our oversight committees.
- Finalized our Continuity of Operations Plan and implemented a process for review and enhancement of the plan to meet evolving threats and requirements.
- Finalized, submitted, and received approval for the USCP's organizational chart.
- Revised and implemented the processes and protocols for the use of blocking vehicles.
- Revised and implemented protocols for the usage of radio frequencies during operational activities, and.
- Developed and implemented a formalized process for the review and approval of information technology procurements.

We have also taken steps to identify and address critical staffing requirements within our Office of Financial Management, to include the areas of management, budget, procurement and accounting. Without filling these key positions, I am concerned that we will not be able meet our goals to correct the recommendations and findings in this area. I am pleased to report that over the

last eight weeks, the Department has advertised all current vacancies within OFM, and we have selected a Director for the Office of Financial Management, a Procurement Officer, a Budget Officer and a Procurement Analyst, as well as finalized the hiring of an accountant and a contracting officer, who have both already started working for us. We hope to have selections made and the requests for appointment forwarded to the Capitol Police Board and authorizing committees soon for the Deputy Director for the Office of Financial Management and the Budget Analyst.

Additionally, we have begun in earnest the implementation of a strategic human capital plan, to include linkages to the Department's strategic plan and vision. This plan will assist the Department in addressing the gaps in the number, deployment and alignment of human capital approaches to enable and sustain the contributions of critical skills and competencies. We believe this plan is critical to our ability to hire and retain a professional workforce necessary to support the mission of the Department.

Further, we have taken steps to overhaul existing programs to ensure that they are operating within the intent of Congress and to operate under effective internal controls.

Some examples of these are:

- Suspension of the Student Loan Repayment Program in order to revise the overarching directive and procedures governing the program to ensure that the program is being utilized as a recruiting and retention tool, as intended
- Suspension of the Specialty Assignment Pay, Fitness Proficiency Pay and Firearms Proficiency Pay in order to review these discretionary programs for prudent management and oversight.

- Enhancement of our internal controls program. These efforts have provided a framework upon which we have been able to address and resolve audit findings and recommendations.
- Review of our uniform and weapon inventories. This review resulted in my decision to implement changes to our uniform policy, to include the number and types of uniforms utilized by the Department. My intent is to streamline the uniforms used by the Department and reduce our inventory and long-term uniform expenditures.
- Review of other support areas such as training, procurement, travel processes, and fleet management to continue progress in addressing management and controls issues.

In addition to addressing the management recommendations and audit findings, the Department has also implemented and enhanced a number of operational and administrative initiatives designed to strengthen the foundation of the Department.

In FY 2007, the Department concentrated heavily on the efficient utilization of our overtime allocation. The current number of on-board sworn personnel is not sufficient to meet all of these identified mission requirements. Therefore, USCP sworn personnel must be utilized to work overtime to meet these requirements. Last year, through a process of load leveling sworn personnel across the Department, constant analysis, and the reduction of low risk posts, we were able to reduce our projected overtime usage by close to three million dollars. Yet, we still had to utilize over \$22 Million in order to meet our basic mission requirement. With the upcoming openings of new areas of the Library of Congress, the Capitol Visitor Center, the implementation of the Library of Congress Police merger and the anticipated presence of special events and protests in and around the Capitol, we know that we must continue the use of overtime to meet the Department's mission. However, we believe that by continuing to utilize our established overtime allocation and tracking process, we will be able to ensure that we are utilizing overtime in an efficient and effective

manner, balanced against the Department's request for additional sworn personnel to fill identified mission requirements.

In the last few months, the Department received the final report from its contractor, Enlightened Leadership Solutions, which provided a detailed analysis of operational processes and the required manpower necessary to carry out each component of these processes. This Manpower Study, along with the Department's Strategic Plan, the Force Development Process, the annual Environmental Assessment Process, and our soon to be published Strategic Human Capital Plan, will be utilized by the Department to develop a single long-term vision and goal. Our wish is for this vision and goal to be a guide for us in everything we do from this point forward, as well as provide an indicator to you of our plan, process and progress. The goal of this entire effort is to create a set of clear targets to define our plan, budget and performance measurement for the next 10 years.

Previously, the USCP Concept of Operations (ConOps) dealt mostly with security at the entrances of Congressional buildings and the Capitol grounds. The current situation in the world posed by terrorism and other threats has required us to develop a ConOps that stretches our capabilities beyond stopping a threat before it can get through the door. We utilize intelligence provided by our partners throughout the federal government to remain constantly vigilant of threats, so we can stop them long before they come within striking distance of the Capitol Complex and Members of Congress. Through the Manpower Study analysis, we have determined an immediate need to further develop this capability in FY 2008 through some staffing realignments and in FY 2009-2010 through a request for an increase in authorized sworn and civilian FTE to support this effort.

With an aging infrastructure, the limitation of current facilities and the quickly changing technology surrounding law enforcement, the Department is faced with a communications challenge. This challenge will require us to invest in a new radio system. We are grateful for the resources and support we have been given by Congress in this area to date, and will be sharing the results of our requirements study and an analysis of our resource needs in the near future. However, the development of a radio system will never be successful if the entire system of command, control and communications are not sufficient, modern and adequately staffed. Regardless of the approach we take in the future, our facilities are not designed and built to handle a modern operation, and may not be capable of handling the necessary infrastructure. We are working with the Architect of the Capitol to develop a comprehensive facilities requirement, which will accompany our radio system resource requirements request to the Congress.

In order to ensure that the Department had credible and supportable costing data before requesting additional support from the Congress, we did not include a request for funding for the new radio system in our FY 2009 budget submission, as this supportable data was not available at the time of the submission deadline. Now that this data is available, the Department would like to initiate discussions with the Congress regarding the most appropriate venue to pursue this critical funding.

During FY 2007, the Department affected over 1100 arrests, which range from robbery to driving while intoxicated to disorderly conduct to traffic offenses. In the first five months of FY 2008, the Department affected over three hundred and forty arrests ranging from larceny to driving while intoxicated to traffic offenses. In addition, the Department conducted over 65,000 K-9 sweeps during the same five month period.

In an effort to better engage our stakeholders in the mission of the Department, we have adopted a concept similar to “Community Policing”, which provides direct outreach by USCP officers and officials to Committees and member offices within the Congressional community. Over the last year, the Department has focused on this effort with positive response from our stakeholders. Through this proactive communication process, the Department is better able to keep the Congressional community abreast of security and safety issues of importance.

To better plan and execute security for special events and demonstrations, the Department has focused its efforts to ensure a holistic event plan is developed, to include staffing and resource requirements, as well as roles and responsibilities. Additionally, the Department has implemented an after action reporting process to capture issues and achievements from each event to be used for future planning and training purposes.

Additionally, the Department has recently finalized its initial plan for continuity of operations to ensure its readiness to support the Congress in the event that the legislative process must be relocated. This will serve as a living document for the Department, upon which we will continue to enhance our preparedness and readiness efforts. Further, the Department has focused efforts to ensure the readiness of our personnel to address short-term limited evacuations from buildings or the interruption of activities, so the Department has the ability to perform its mission.

These are just a few of the operational activities that the Department has undertaken in an effort to enhance its management infrastructure. But, just as critical are the mission support functions in our administrative area.

As we develop these synchronized systems and improve the overall planning and mission capability of the Department, we are also working toward developing and implementing best financial management and internal controls practices within our organizational elements. We have taken on several positive steps in this area, and most recently have worked towards the ability to produce a full set of auditable federal financial statements.

I am pleased to report that we have shown progress in meeting this goal. The Department has completed a full inventory of our capital assets, and has assigned values to these assets. This effort led to the completion of a full set of federal financial statements for the fiscal year that ended on September 30, 2007. Not only have we completed the first full and integrated inventory in the Department's history, but we have also managed to capitalize all of our assets and report on them. Although we know that our financial statements will need further refinement and improvement, we have made considerable progress in only one year. I am very proud of the effort of our team in this area.

I am also pleased with our efforts to redesign our budget planning and execution process as a part of our Force Development Process. We have provided for the first time a budget submission, which we believe demonstrates the resource requirements of the Department, defines our methodology for making these resource requests and demonstrates how the Department is utilizing the resources provided to it by the Congress.

In addition to our focus on these operational and administrative management activities, we have also been focused on planning for and initial implementation of several large-scale initiatives, which will be impacting the Department within the upcoming year.

With the recent legislation sponsored by this committee and enacted in January 2008, Congress has expressed a timeline for the complete merger of the Library of Congress Police into the USCP. We have developed a very successful relationship with the Library of Congress (LOC) Police over the past few years and have integrated our sworn employees into their operations as we have backfilled their attrition. In FY 2009, we will be integrating the remaining LOC sworn personnel into the Department and will be training, equipping and employing them. Likewise, we will be welcoming their civilian employees into our ranks as well.

The Department is also making plans to provide security to the upcoming Democratic and Republican Conventions in August and September 2008. We are currently engaged in various planning efforts and site visits leading up to the events.

As the completion of the Capitol Visitor Center nears, we are gearing up for the opening of this facility and to welcome the American public with courteous, efficient and safe security. We are grateful for the authorization of an additional 21 sworn FTE in FY 2008 to support the USCP's CVC operational plan. As you know, we are requesting an additional 10 sworn FTE in order to support staff led tours in the congressional office building tunnels. With these resources, we will have the tools to implement our operational plan consistent with current operating assumptions for the facility.

In addition, with the recent legislation enacted in January 2008, Congress has expressed a timeline for the complete merger of the Library of Congress Police into the USCP. We have developed a very successful relationship with the Library of Congress (LOC) Police over the past few years and have integrated our sworn employees into their operations. In FY 2009, we will be

integrating the remaining LOC sworn personnel into the Department and will be training, equipping and employing them as members of the USCP. Likewise, we will be welcoming their civilian employees into our ranks.

While these are just a few examples of the serious efforts we have undertaken to enhance the management and internal controls of the United States Capitol Police, as well as implement long-term planning, I believe they represent our commitment to meet the challenges raised by the Congress and the successful execution of our mission to protect and defend the legislative process. Although much work remains to be done at the Department in the areas of management, we believe that significant progress has been made in implementing systems and processes that improve the administrative functions and our ability to perform our mission.

In closing, I would like to say that I am looking forward to continuing my efforts as Chief of Police to make the Capitol Police as best practices organization. The progress we have made in the last year demonstrates the commitment and hard work of the employees of the Department. I want to recognize the fact that in many ways we are addressing and correcting processes, programs and a culture that has been present for a long time. We will not see results immediately or all at once. However, we will continue to see gradual results and a constant evolution into the premier organization I believe USCP should be. I will continue to keep you and our other stakeholders informed, and will insist on continued transparency and openness, both internally and with our external customers and stakeholders.

We at the Capitol Police look forward to working collaboratively with the Congress to continue to safeguard the legislative process, Members, staff and visitors to the Capitol Complex.

Through this collaborative partnership, I believe we will realize our collective goal of transforming the United States Capitol Police into a premiere law enforcement organization.

Thank you for the opportunity to appear before you today and the Committee's continued support of the men and women of the United States Capitol Police.

I am ready to address any questions you may have.